

# Herald INTERNATIONAL Tribune

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## Path to Peace Is Mined With Dangers for Syria's Chief

By John Lancaster  
*Washington Post Service*

DAMASCUS — For President Hafez Assad of Syria, peace could be almost as risky as war.

During 24 years of authoritarian rule, the enigmatic former air force pilot has derived much of his legitimacy — and power — from confrontation with Israel. In the name of regaining the Golan Heights and winning justice for Palestinians, Mr. Assad built a 400,000-man army and equipped it with modern Soviet arms, snuffed out religious and political dissent at home and created a personality cult of Orwellian proportions, complete with huge portraits draped from most public buildings here.

In the process, Mr. Assad cemented his reputation as one of the Middle East's most enduring and influential political figures, no mean achievement in a country that has experienced half a dozen coups since winning independence from France in 1946. The last was Mr. Assad's bloodless takeover in 1970.

As President Bill Clinton prepares to fly here this week in a high-profile gesture aimed at nudging Syria toward a settlement with its long-time adversary, Israel, Mr. Assad, 64, must wrestle with the question of whether he can lead his country in peace as he has long led it in war.

The answer is not simple. For all its likely benefits — more Western aid and investment and an end to Syria's pariah status — peace also threatens powerful vested interests, in particular the military, whose leadership forms the core of Syria's ruling elite and is dominated by its Alawite Muslim minority.

The danger for Mr. Assad is that a peace agreement could set in motion forces he cannot control, jeopardizing the country's hard-won stability and dashing his hopes for an orderly transition of power once he steps down.

For those and other reasons, said a diplomat who asked not to be identified, a peace agreement is not inevitable.

"I don't get the feeling that it's in the bag," the diplomat said. "It could fall apart and become very nasty."

Ever since Mr. Assad's youthful days as an air force officer and an activist in Syria's socialist Ba'ath Party, which seized



Israeli soldiers aligning chairs on Monday for guests at Wednesday's treaty signing at the Jordan-Israel border.

## Christopher Urges End of Funds to Iran, Hamas' Ally

By Paul F. Horvitz  
*International Herald Tribune*

WASHINGTON — In a sharp attack on Iran, Secretary of State Warren M. Christopher called Monday for a worldwide effort to cut off funding for Middle East terrorists and criticized the international community for lenience toward Tehran's "outlaw behavior."

Mr. Christopher did not present evidence of a specific link between Iran and the radical Palestinian group Hamas, which has claimed responsibility for a wave of killings and bombings aimed at Israelis.

But in calling for closer attention to terrorism's financial base, the secretary cited U.S. efforts to cut off domestic sources of money to Hamas and sharply criticized the Islamic regime in Tehran.

"Iran is the world's most significant sponsor of state terrorism and the most ardent opponent of the Middle East peace process," Mr. Christopher said in a speech at Georgetown University that outlined U.S. policy in the Middle East on the eve of President Bill Clinton's departure for the region.

Condemnation of terrorism is not enough, he said, adding: "A real penalty must be imposed. We must join together to turn off all foreign sources of funding for terrorism, both private sources and public sources."

Mr. Christopher also called for shutting down "front organizations" linked to terrorist groups, and said new U.S. legislation would be sought, where needed, to cut off the flow of dollars from domestic groups.

Israeli officials have long called for stronger measures to destroy the roots of terrorism.

In his speech, Mr. Christopher criticized unnamed governments for commercial dealings with Iran.

"The international community, in my judgment, has been far too lenient of Iran's outlaw behavior," he said.

In the past, U.S. officials have reportedly sought to persuade Japan and European allies, including Germany, to curtail their commercial and financial arrangements with Iran. Last month, Mr. Clinton extracted a promise from Moscow to end its arms sales to the Tehran government after current contracts were met.

In recent days, the clear focus of U.S. and Israeli concern has been Hamas, whose most militant members are the tar-

## Bomb Blast In Sri Lanka Puts Nation In Disarray

Peace Talks Are Halted With Tamils After 52 Die at Political Rally

By Molly Moore  
*Washington Post Service*

NEW DELHI — The assassination of Sri Lanka's leading opposition presidential candidate, apparently by a suicide bomber, has thrown the beleaguered nation into political disarray and jeopardized a fledgling peace process aimed at settling the country's 11-year-old civil war with Tamil separatists.

The bomb blast killed Gani Dissanayake and 51 others, including several key leaders of the opposition United National Party, just after midnight Sunday during a packed campaign rally on the outskirts of Colombo. An estimated 70 persons were injured. Coming only 17 days before the presidential balloting, it followed a pattern of violent elections in the small island nation.

The bombing, which occurred moments after Mr. Dissanayake, 52, had ended a speech, was believed to have been detonated by a woman who tied a bomb to her body and was seated in one of the front rows at the rally.

United National Party officials and many others in the country were quick to blame the Liberation Tigers of Tamil Eelam, the minority group that is fighting a civil war for a separate state in northern Sri Lanka and has carried out numerous assassinations in the past using their trademark suicide bombers. Its members wear cyanide capsules around their necks, professing they would rather commit suicide than be captured.

[But on Monday the Liberation Tigers denied responsibility. Reuters reported from Colombo. "The Tiger leadership in Jaffna have informed their fighters that they were not involved in the killing," they were quoted as saying by telephone from the Palaly military base in the northern Jaffna Peninsula.]

Other officials raised questions about possible Liberation Tigers' motives at a time when the two sides were in the midst of their first serious peace talks in years. The government was scheduled to begin its second round of peace talks with Tamil leaders Monday in the besieged northern city of Jaffna. The government has suspended the talks indefinitely.

"It is a deep blow to the democratic process," said Neelan Tiruchelvam, a constitutional lawyer who heads a private Colombo think tank, International Center for Ethnic Studies. "It reduces the possibility of a real political consensus. The lines of confrontation will become more sharply drawn."

Just 17 months ago, the country's president, Ranasinghe Premadasa, was assassinated by a suicide bomber who strapped a bomb to his body and rammed his bicycle into the presidential party during a May Day parade. Officials accused the Tigers of the assassination, although the group's leaders have denied responsibility. The week before Mr. Premadasa's death, a lone gunman assassinated his chief political rival.

Prime Minister Chandrika Kumaratunga, whose People's Alliance Party recently defeated the United National Party in parliamentary elections after United National's 17 years in power, and who is considered the leading presidential candidate, condemned her opponent's assassination as a "barbaric act."

Government officials were debating on Monday whether to go ahead with the Nov. 9 elections, although the country's constitution makes no provisions for canceling elections in such circumstances and requires the United National Party to select a new presidential candidate.

A few minutes past midnight Sunday night, Mr. Dissanayake concluded his speech with an apology to the crowd: "I wanted to say good night, but now it is good morning."

He turned to shake hands with other party officials on the platform as the crowd in the front rows surged forward and as participants at the rear lit firecrackers, a traditional part of Sri Lankan political rallies.

"There was a big flash and a huge explosion," a witness, whose clothing was stained with blood, told a United News of India reporter at the scene. "When I looked up, there was no one on the stage."

## The Reasons Behind the Fall From Grace of East Europe's Dissidents

By John Pomfret  
*Washington Post Service*

PRAGUE — Five years ago the governments of the newly liberated countries of Eastern Europe were saturated with former "dissidents," the persecuted opponents of Communist rule who had emerged from the twilight zone of prison, exile and enforced menial work in breweries and coal mines to take the reins of power.

Today, only a handful remain.

The sudden tumble off the political stage by the East European revolutionaries is the most curious element of the region's transition from communism to democracy and a free-market society. That it has coincided with a resurrection of ex-Communists from both the government and the once infamous security services makes it all the stranger.

The cabinet ministers in Hungary's new government share a total of 224 years of membership in the old Communist Party. The last Solidarity activist recently quit Poland's intelligence service; in September the government appointed as its chief a former Warsaw Pact spy in Vienna. All the main banks in the Czech Republic are headed by former Communists. Ex-Communists dominate Bulgaria, Romania and Slovakia.

On the surface, the political pounding suffered by the dissident generation seems to point to a failure of the dissidents to convince their electorates of the necessity of more and faster reforms, and of the voters to grasp the historic opportunity to move Eastern Europe ahead.

Still, it is arguable that even though voters have shied the dissidents to the sidelines, what they stood for — free elections, free markets and the protection of personal freedoms — has become the political norm, at least in Poland, the Czech Republic and Hungary.

In states such as Romania and Bulgaria, where there were few or no political dissidents under Communist rule, such norms have not taken hold and democratic change has been thwarted by an entrenched ex-Communist bureaucracy.

"Most dissidents tend to be a bit impractical," said the Czech president, Vaclav Havel, who led Czechoslovakia to democracy and then presided reluctantly over its breakup into the Czech Republic and Slovakia.

But other, deeper reasons for this political eclipse are also at work.

First, dissidents were a minority in the old society, and their existence as principled fighters against totalitarianism made many people, who were more interested in survival than in freedom, feel guilty about the workday collaboration demanded by the system.

"In free elections, people naturally identify with those whose fates and standpoints were similar to their own," Mr. Havel said. "Society is a bit resistant to

## Coming In From the Cold

### Spy-Gear Firm Looks for New Identity

By John Mintz  
*Washington Post Service*

If Big Brother ever took control of the United States, E-Systems Inc. would surely be its prime contractor.

E-Systems designs spy satellite gear that can snap photographs of automobile license plates from space and capture electronic communications, from phone calls to rocket telemetry.

E-Systems software can analyze those spy satellite photos to see what anything has changed since the last shots were taken.

E-Systems hardware can help federal drug enforcement agencies track cocaine planes and tap drug dealers' telephones.

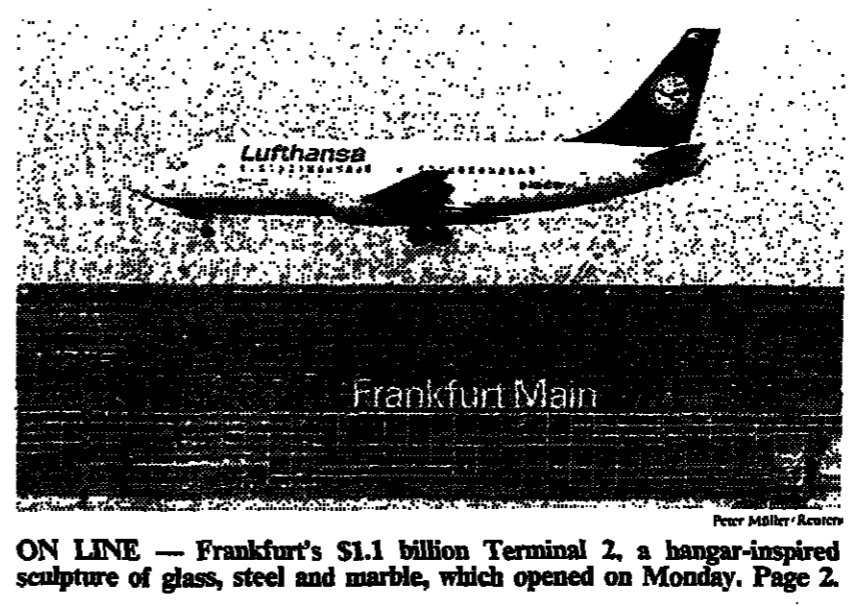
In short, E-Systems' tribulations, part

## Klosk

### Aristide Chooses Prime Minister

PORT-AU-PRINCE, Haiti — President Jean-Bertrand Aristide selected Smael Michel, a Haitian businessman and ex-commerce secretary, to be his prime minister, parliament sources and people close to Mr. Michel said Monday.

"President Aristide has written two letters, one to the president of the Senate, the other to the president of the Chamber of Deputies, to announce his choice," an aide to Mr. Michel said. Mr. Michel is a political moderate who served in Mr. Aristide's first cabinet. His nomination must be approved by both chambers of the Parliament. (Page 7)



ON LINE — Frankfurt's \$1.1 billion Terminal 2, a hangar-inspired sculpture of glass, steel and marble, which opened on Monday. Page 2.

Down Jones	Trib Index
Down 36.00	Down 0.08%
3655.30	115.96

The Dollar	Mon. close	previous close
D/M	1.4915	1.5003
Pound	1.8325	1.826
Yen	97.15	97.235
FF	5.1153	5.139

Newsstand Prices	
Andorra	9.00 FF
Antilles	11.20 FF
Armenia	1.400 CFA
Esrov	9.00 FF
France	9.00 FF
Gabon	960 CFA
Greece	300 Dr.
Italy	2,600 Lire
Italy Coast	1,300 CFA
Jordan	1 JD
Lebanon	1,500 L.L.
Luxembourg	40 L.
Morocco	12 Dh
Qatar	8.00 Riels
Reunion	11.20 FF
Saudi Arabia	9.00 R.
Senegal	960 CFA
Spain	200 Ptas
Tunisia	1,000 Din
Turkey	1 TL
U.A.E.	5.50 Dirh
U.S. Mil.	(\$1.10)

## New Heart Supports a Fugitive's Long-Distance Run

By Robert D. McFadden  
*New York Times Service*

NEW YORK — In 1993, Bartolomé Moya, a purported leader of a brutal drug ring, was arrested and charged with murders and kidnappings. But doctors said he had a terminal heart disease, and a federal judge dropped the charges and sent him home to die.

Then Mr. Moya got a taxpayer-financed \$400,000 heart transplant at Temple University in Philadelphia.

Upon hearing about that, prosecutors indicted and jailed him again. The judge — told that Mr. Moya needed daily drugs to prevent the new heart from being rejected and that he could not go far — granted him house arrest in Philadelphia, provided he wore an electronic ankle bracelet.

Though it seemed suicidal, Mr. Moya disappeared, touching off a manhunt by authorities who guessed he was living on borrowed time without his medications.

The bizarre case took another turn over the weekend, as federal marshals said the fugitive had been seized in his native Dominican Republic — and he appeared to be in good health.

"He must have been following the instructions of the good doctors from Temple University Medical Center," said William Dempsey, a spokesman for the U.S. Marshals Service.

Mr. Dempsey said Dominican officials, with information from American law-enforcement agencies, arrested Mr. Moya late last week.

"It would seem that he might have decided he had only a short time to live and went to spend his last days with his family," said George Edelstein, Mr. Moya's court-appointed lawyer.

[A U.S. court magistrate, Aida Delgado, ordered Mr. Moya's extradition Monday to New York City. The Associated Press reported from San Juan, Puerto Rico. Mr. Moya had waived extradition and was turned over Saturday to U.S. marshals, who took him to Puerto Rico for the hearing.]

The strange case began in August 1993, when Mr. Moya and other purported leaders of a drug ring were indicted by a federal grand jury in Manhattan on charges of committing a dozen murders and numerous kidnappings, bombings and other violent crimes between July 1988 and July 1991.

Three other defendants were eventually convicted and sentenced to life in prison without parole. But Mr. Moya, after an examination by court-appointed doctors, was found to be suffering from terminal heart disease and was not expected to live more than a few months.

Thomas Griese, the chief judge of federal court in Manhattan, who heard the case, dismissed the charges and ruled that Mr. Moya could spend his last days with his family.

See HEART, Page 8



# THE AMERICAS / PENTAGON BATTLES

## Air Force Plan Upsets Other Services

By Bradley Graham

Washington Post Service

WASHINGTON — Army, navy and Marine Corps leaders are fuming over a blunt and unusually public campaign by the air force's chief of staff to limit the various functions performed by the other military services.

But the initiative by General Merrill A. McPeak has helped frame a major new debate over

how to reduce overlapping roles and missions among the armed forces.

Keeping each of the services from playing a part in all phases of battle has been a concern inside and outside the Pentagon for several decades — although to little avail, as the services have developed redundant attack aircraft, air defenses, expeditionary ground forces, maintenance facilities, space

commands and other assets and activities.

An independent commission, appointed by Congress, has started studying how to streamline the armed forces.

Pentagon leaders had hoped to maintain at least the semblance of gentlemanly debate and respectful collaboration in sorting out their competing functions.

But General McPeak decided

to break ranks and commit what the other service chiefs regard as an outrageous violation of protocol: criticize as unnecessary some of the roles assigned to other services and the new weapons systems they have planned.

His plan would eliminate the need for long-range army artillery and army anti-missile defense systems, assigning primary responsibility in the areas of deep strike and anti-missile defense to the air force and the navy.

General McPeak also would reduce the number of Marine Corps F/A-18 jet fighters, which he contends duplicate numerous other U.S. tactical aircraft; drop the Special Operations Command, which he regards as an extraneous "fifth service" that complicates combat command arrangements, and give primary responsibility for the military's space program to the air force, which has much of the business now anyway.

To show that his service is willing to give up some things, General McPeak has offered to cede to army attack helicopters and Marine Corps Harrier jets the task now assigned to air force A-10s and F-16s of providing close-air support to ground forces.

But army officers scoff at the gesture, given the other functions General McPeak has suggested be controlled by the air force.

Although the point of the discussion about roles and missions is to eliminate needless redundancies, the other services accuse General McPeak of refusing to be a team player and thinking only of what the air force has to gain by limiting what the other services do.

"It's ironic that at a time in which the Pentagon's emphasis has been on joint military operations, the air force's answer is to try to put up walls between itself and the others," said Major General Thomas Wilkerson, the Marine Corps' senior planner.

"Warfare is muddy, it ain't neat. You have to build a fairly adaptable force. What General McPeak is proposing, however, is a very inflexible, dogmatic arrangement whose primary virtue would be to allow the air force to do what it does best."

Thrown on the defensive by General McPeak's aggressive stance, the other services have weighed in with their own proposals, which not surprisingly largely amount to lengthy arguments for preserving what they have been doing — and perhaps even adding a few more assignments.

General McPeak, who during his four years as air force chief has been an outspoken critic of the status quo, defends his posturing as necessary to stimulate new thinking.

"My standing among my colleagues on this probably is not very good," the general recently told defense reporters. "But we have an opportunity to change the way we're doing things, and that change is not likely going to be popular."

### Away From Politics



Residents of an area near Holiday Lakes, Texas, taking a break from mopping up. The southeastern section of the state was inundated by more than 20 inches of rain.

• Southeast Texas was putting the worst of recent flooding behind it as waters receded, clean-up crews made progress against a major oil spill and the Houston Ship Channel reopened to traffic. The waterway had been shut because of the spill in a nearby river and heavy flooding that has been blamed for at least a dozen deaths. Rivers were returning to their banks across most of the region after southeastern Texas was inundated by more than 20 inches (50 centimeters) of rain, driving about 12,000 people from their homes.

data were available, the index stood at 40.6. In 1970, the figure was 73.8.

• More than four years after Congress passed the Americans with Disabilities Act, the number of disabled people entering the work force has not significantly increased, say experts in the field and advocates for the disabled. The number of disabled people who have entered the work force has hardly changed, even as the number of disabled high school and college graduates has continued to increase, they say.

• The President's Advisory Committee on Human Radiation Experiments said the number of radiation experiments conducted by the government and the military from 1944 to 1974 was likely to be "in the thousands," many times more than previously believed.

## In TV Politics, Nobody's Safe

Commercial Twisting (of the Knife) Enlivens the Old Plots

By Robin Toner

New York Times Service

WASHINGTON — The life of a media consultant has its challenges. Like finding the right hog to serve as a pork metaphor, or the perfect photo of your opponent jogging with President Bill Clinton, or the most sincere testimonials that your candidate "shares your values" (be they the "highest Hoosier standards" or "Wisconsin common sense").

These are rough, angry, cynical times, the pollsters are endlessly finding, and there is no room for subtlety in political advertisements. Even in the best of times, it is not an art form known for nuance.

As one Democratic consultant, Carter Eskew, put it, "There's only three or four plots." There are plots for incumbents: Congressman X is different from the rest, Mr. X can deliver, Mr. X stands with you. And there is the great, perennial plot for challengers: XX-years is long enough, it's time for a change.

The latter is particularly popular in this nobody-is-safe political year, epitomized by the commercial that opens with a shot of Lorne Greene and the sons of the Ponderosa: "1964 — Bonanza was the top TV show, Lyndon Johnson was president, and Tom Foley was elected to Congress," the narrator intones. "Except for Tom, a lot's changed in 30 years."

Not surprisingly, it is also a big year for symbols of congressional arrogance — "jackets," pay raises, first-class travel, missed votes and even, in one ad, taking the elevator in the Capitol instead of the stairs.

And to contrast with this portrait of the bloated, uncaring career politician, candidates are trying to show that they — unlike their bloated, uncaring opponents — have real feelings and real values.

All of this pleading and positioning is jammed into the confines of the 30-second television commercial, which will probably never be mistaken for a sonnet, but which has a few transcendental themes playing out within a disciplined structure. What follows is a guide to the season's oeuvre for House races.

**IDEALIZED GRASS ROOTS:** It is a given in politics these days that Washington is bad, the source of flawed values and wrong thinking. The flip side to this equation is that local values are

inherently good; many ads this fall portray an agrarian, small town or neighborhood ideal.

Looked at another way, this can also be seen as part of the long political tradition of pandering to the locals.

"For too long, they've been trying to force Washington's values on Maine," James B. Longley Jr., a Republican running in Maine for an open House seat, says in one ad. "I think we need Maine common sense in Washington."

**EVIL IN WASHINGTON:** While ad makers root their own candidates in the community, they try to tie their opponents to the aliens in Washington: national Democrats and national Republicans.

Democrats link Republicans to a recent ceremony on the Capitol steps in which about 300 Republican candidates signed the "Contract With America," a set of political promises put together by Republican leaders like Republicans Newt Gingrich of Georgia and Dick Armey of Texas. Democrats assert that the contract will mean either immense deficits or deep cuts in a variety of popular programs; the ceremony is becoming downright sinister-looking in Democratic commercials.

A television commercial for Sheila McGuire, a Democrat running in Iowa, for example, warns that her opponent "promised his votes in Congress to the No. 1 enemy of family farms — Dick Armey." Mr. Armey, a longtime critic of farm programs, is shown on the Capitol steps, laughing like a nefarious banker of old as Republicans sign their mysterious contract.

Republicans, for their part, have discovered the "morph" — the ability in a commercial to electronically transform Democratic candidates into Mr. Clinton, the Republicans' symbol of Washington and its values.

Several Democrats are being "morphed" into a menacing, unsmiling Clinton this year: tall ones, short ones, young ones, old ones, even ones with mustaches, like Representative Bob Wise, Democrat of West Virginia. Back home with the voters, Mr. Wise signed during a recent interview and said, "I'm working hard to remind them, 'Hey, this is Bob. I grew up here.'"

**PERKS OF THE EMPIRE:** If turning an opponent into Bill Clinton, Dick Armey or Newt Gingrich fails to work, a consultant can always simply tie him or her to Congress, which has been given an end-of-the-Roman-Empire atmosphere in many of these ads.

### Clinton Claims Deficit Drop

CLEVELAND — President Bill Clinton, seeking to capture more credit for the economy's improvement, has announced that the federal budget deficit shrank in the last fiscal year by more than \$87 billion and predicted it would fall further in 1995.

"We're doing a good job right now in bringing the deficit down," the president said in a Cleveland radio interview during a campaign swing.

In Washington, Treasury Secretary Lloyd Bentsen said that the 1994 deficit, \$87 billion lower than the record \$290.4 billion in 1992, represented the "largest two-year drop in the deficit in U.S. history." The \$203 billion deficit was the lowest since the \$152.5 billion in 1989.

The Clinton administration is forecasting that the deficit in the current fiscal year, which began Oct. 1, will decline to \$167 billion.

"We've done it by cutting the size of government, by eliminating government programs, by cutting others while still being able to increase our investment in education and training and new technology," Mr. Clinton said. "And that's what I want to keep doing — managing this thing in a very disciplined way."

### Senators Clear Kennedy

WASHINGTON — The Senate ethics committee has found "no basis" for allegations of sexual harassment and

### POLITICAL NOTES

drug use by Senator Edward M. Kennedy, dismissing accusations in a book by the senator's onetime top administrative assistant.

The committee, which never announced it had begun a low-level inquiry, wrote a statement Oct. 13 that it had ended the effort, but did not distribute the announcement to the media. The statement was made public on request.

The allegations against the Massachusetts Democrat were made by Richard Burke, a former Kennedy staffer, in a 1992 book about the senator.

The committee interviewed Mr. Burke and others and found no basis for Mr. Burke's allegations, the committee said. "On that basis, the committee in June 1994 unanimously voted to take no further action."

**Republicans' Anti-Tax Star**

NEW YORK — When the Republican Party wanted to upstage a Democratic bash starring President Clinton the other night, they booked a rival extravaganza with their hottest new star — the fledgling governor of New Jersey, Christine Todd Whitman.

"Around the corner," hooted Senator Alfonse M. D'Amato of New York, "Mario Cuomo is having a gathering of his supporters, and their keynote speaker is Bill Clinton!" The overflow crowd exploded in boos and derisive laughter, as if trashing the villain in a silent movie.

"I'm proud to tell you that our keynote speaker is Christine Todd Whit-

man!" Mr. D'Amato exulted, drawing out the name for dramatic effect. The crowd went wild. "No clearer contrast" exists, he said, than the one between the two speakers.

Republican candidates from California to Maine are clamoring for Ms. Whitman, 47, who took office in January. They say she is proof that their message of lower taxes and less government sells, and is for real.

In the final weeks of her 1993 campaign, Ms. Whitman promised to cut taxes 30 percent in three years, and rose from a 20-point underdog to victor against Governor Jim Florio. Against Democratic warnings that the state would go bust, she has pushed half the cuts through the legislature to become the most popular first-year governor in modern New Jersey history.

### Quote/Unquote

Governor Pete Wilson of California, on the opposition of two leading Republican conservatives, Jack F. Kemp and William J. Bennett, to Proposition 187, a ballot initiative that would require the state's schools, hospitals and other institutions to deny services to illegal immigrants: "Those are two guys who have been in Washington too long. Nice guys, but when you spend too much time in an ivory tower, you lose touch with reality. They ought to come out to California and look at the real world."

## Clinton on the Defense Over Budget Memo

By Michael Wines

New York Times Service

WASHINGTON — President Bill Clinton is struggling to distance himself from a memorandum, sent to him by his own budget director and leaked to the press, in which a bevy of new taxes and cuts in Medicare and Social Security are listed as "illustrative options" for future economic policy.

The disclosure — barely two weeks before midterm elections — has stirred glee among Republicans, who immediately asserted that Mr. Clinton was plotting to skirt promises to leave Social Security and Medicare benefits alone.

The White House first defended itself with a statement from the chief of staff, Leon E. Panetta, insisting that the memorandum was but a "catalogue" of proposals from elsewhere, not a policy document. But in Seattle, the president paused during a weekend of campaigning to offer his personal explanation.

"I do not support cuts in Social Security, and I believe any savings we achieve in the Medicare program should be used in health care," he said. "That has always been my position. There is nothing in that memo and nothing in the record which should indicate that I have changed my position on these two fundamental issues."

The president said the memorandum arose from internal talks about the imminent report of a presidential commission on entitlement spending, headed by two senators, Bob Kerrey, Democrat of Nebraska, and

John C. Danforth, Republican of Missouri, and about the Republicans' "Contract With America," a political tract that commits the party to cut taxes while balancing the federal budget.

[On the campaign trail Monday in Cleveland, Mr. Clinton mentioned several contingencies that might lead to such cuts. Reuters reported.]

"[You know," he said, referring to Republicans, "they have made a trillion dollars' worth of commitments to the American people — they've promised a

balanced budget while cutting the taxes for the wealthy while increasing defense — and they won't say how it's going to be paid for. This memo was simply designed to show us the kind of problems we were going to confront over the next few years if those sort of things came up."

The denials did not wash with Republicans.

"Hypocrisy is the word that comes to mind, as it occasional-

ly does with this administration," said William Kristol, a senior adviser to former Vice President Dan Quayle and the head of the Project for the Republican Future, a research group.

The Oct. 3 document, from Alice M. Rivlin, the budget director, and entitled "Big Choices," bears a marked "draft" and "for handout and retrieval in meeting."

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## Business Should See Him For the True Friend He Is

By Hobart Rowen

WASHINGTON — The business community in the United States rarely knows when it has a good thing going. President John F. Kennedy found that out 32 years ago, and Bill Clinton is learning the same lesson today.

In the early 1960s, the business world misapprehended Mr. Kennedy, convinced that he was anti-business because he reacted bitterly when the U.S. Steel chairman, Roger Blough, in a grave tactical error, broke his promise not to raise steel prices, and other major companies followed.

"My father always told me that all businessmen were sons of bitches," an infuriated Mr. Kennedy told aides in the Oval Office. "But I never believed it until now." Aided by smaller companies that did not go along, and with a powerful display of presidential muscle, Mr. Kennedy forced Mr. Blough to back down.

The fight over steel prices left the business community with a bitter aftertaste, and none of Mr. Kennedy's later overtures restored business confidence in his administration. Nonetheless, President Kennedy was essentially a fiscal conservative who insisted, over labor's objections, the first investment tax credit.

He leaned over backward to accommodate the conservative views of business leaders and bankers on trade, the dollar and the balance of payments, at the behest of his Republican treasury secretary, C. Douglas Dillon. Mr. Kennedy even sent a thinly disguised proposal for compulsory arbitration to the Congress in 1963 to head off a steel strike, and he warned the AFL-CIO boss, George Meany, not to push him for special favors.

But after the Blough incident, business never accepted Mr. Kennedy's assurance that he could be enmeshed (though it later warmed to such assurances from Lyndon Johnson, who carried out and extended many Kennedy initiatives).

It would be hard to match Mr. Clinton's series of overtures to business, starting with his commitment to an industrial policy to help make manufacturers more competitive; a dedication to reducing the budget deficit; and a "partnership" role to promote exports that has had the president and his commerce secretary acting as adjunct salesmen.

In a speech here Oct. 14, Treasury Undersecretary Lawrence H. Summers noted that after a period of competitive decline, "American firms are back ... because they've rebuilt, leading the world in corporate renewal."

This resurgence was possible, Mr. Summers added, not only because of an innovative private sector, but because Mr. Clinton had laid a foundation for sustained economic growth: "This administration came into office committed to getting our domestic economic policies right. And I think it's important to say that we delivered on that commitment."

That may be a partisan analysis, but it happens to be correct. Mr. Clinton has mostly been on business's side. They cheered him on when he strongly backed their view against that of labor and many environmentalists in support of the North American Free Trade Agreement and of GATT — even at the risk of disaffecting some of his most important allies in the Democratic leadership in Congress.

In the dispute with China over human rights, Mr. Clinton clearly was influenced by the business community's view that withholding most-favored-nation trade benefits would be counterproductive. In the end, though he had once threatened to end trade privileges if Beijing did not grant more liberal human rights, President Clinton listened to the business community.

Mr. Clinton has also appeared at rallies on the home grounds of major corporations, such as Boeing Co., there, he stressed that he would be on the American company's side as it fought off European subsidies for the Airbus consortium. He has directed the Export-Import Bank to match loan subsidies offered by France and other competitors.

Many of these policies can be defended as beneficial for the United States, not just for business — although in my view, Mr. Clinton has allowed too cozy a tie to develop between the Commerce Department and big business.

But the point is that business has taken all of the favors — then soured on Mr. Clinton.

What is the source of business's new coolness toward Mr. Clinton? Many business leaders appear to be nursing a grudge based on the Clinton health care reform proposal, which they insist would have slapped a heavy cost burden on business.

"Our concern is that the administration isn't sensitive to the market environment in which basic business decisions are made," the leader of one major business lobby told me.

Mr. Clinton could use a kind word or two, and nobody owes it to him more than America's business leaders, as they tote up their profits.

The Washington Post



## LETTERS TO THE EDITOR

### Categorized, Dehumanized

Regarding "A New Book on Genes and IQ Rings an Old Bell" by E. J. Dionne Jr. and "Merit Is Merit, and the Races Do Not Race" by William Safire (Opinion, Oct. 21):

Racism, in any form, is ugly, disheartening and disgraceful. It should not require either response or debate, but in this instance, I must say that enough is enough.

Your recent articles concerning the book by Richard J. Herrnstein and Charles Murray, "The Bell Curve," made me shudder. Their book is among a long list of works which seek to justify or minimize the plight of black Americans without recognizing the historical adversity under which they were born or the systematic degradations of their everyday lives. This dehumanizing debate is offensive to all black people who attempt to make some sense of their place in society, raise their families and live in dignity. These intellectual exercises, veiled as science or liberalism, are unproductive and wrought with pretense.

From the old plantations of the South to the new plantations we euphemistically call the inner city, can anyone honestly say that attitudes have changed? We are constantly subjected to statistics which seek to define us as intellectually inept, morally corrupt, unproductive, lazy and child-like. These quasi-intellectual attempts to categorize us serve only to dehumanize us even

more. Perhaps this is the point of these exercises?

It would be a challenge of historical significance if any of these writers were to submit to the slave quarters of the inner cities to partake in the intelligence tests of everyday life. We could all enjoy reading the study, going over the numbers, judging their character, challenging their humanity. Until this is done, numbers or opinions won't matter very much.

PAMELA DOVE, Paris.

### The Saudis' Real Problem

Regarding "Saddam: Contain His Desperate Efforts to Intimidate" by Flora Lewis and "Lots of Big Problems Don't Have Military Solutions" by William Pfaff (Opinion, Oct. 14):

I hate to stick it to two of the Trib's stars, William Pfaff and Flora Lewis, for both of whom I have the greatest possible respect. But the comments on Saudi Arabia in their respective op-ed pieces are miles off the mark and cannot be allowed to stand.

William Pfaff suggests that the problem for the Saudi royal family is its repression of "secular, liberal, hedonistic and materialistic values set loose in the country." Far from it, the main difficulty comes from a bunch of backward-looking bigots who use religion as a political weapon and would like to take Saudi Arabia back to the seventh century rather than forward to the 21st.

Flora Lewis is also off target with

## Oe, the Man Who Talks to Trees

By Masao Miyoshi

SAN DIEGO — The award of the Nobel Prize in literature to the Japanese author Kenzaburo Oe is most timely, coinciding with two major events in this extraordinary writer's life.

A brief background: Anyone who has ever read him knows that Oe the writer is inseparable from Oe the father. His son Hikari, now 31, was born with severe brain damage and

weeks ago, Hikari completed his second CD of pieces for piano and flute. This recording, like his first one, promises to be a great success among music lovers of Japan.

As a writer, Mr. Oe has just finished the first draft of his huge trilogy, "Mogari no ki" ("A Green Tree in Flames," named after the 1945 poem). As he tells it, now that Hikari can express sadness and happiness in his own full voice, Mr. Oe's ventriloquist role is ending. As Hikari gradually gains independence, Mr. Oe feels his presence receding from the pages of his narratives. The time has come for him to quit his fiction, as Mr. Oe describes it. As if to celebrate this moment of fulfillment, the English word "Rejoice!" concludes the first draft of the last part of his "last" work. This event — the completion of the novel and the public renunciation of fiction — occurred only weeks before the Nobel award was announced.

The award is also timely because Mr. Oe's recognition abroad will reawaken the Japanese readers who have lately been, though thoroughly respectful, neglecting Mr. Oe's intellectual and literary achievements. Mr. Oe is too difficult, they complain. Their fascination has been with vacuous manufacturers of disposable entertainment.

The malaise of Japan may be more critical. There has been little probing of contemporary Japan's cultural life. Neither new novelists nor social analysts are emerging who seriously question Japan's preoccupation with buying and selling, except among some women writers. By emphasizing Japan's homogeneity and proclaiming the "spirit of harmony," mainstream critics and scholars refrain from self-analysis. Convinced of Japan's "uniqueness," commentators often fail to articulate Japan's position in the world.

The Japanese government curiously — shamefully — has yet to honor Mr. Oe in any form. The Education Ministry is hastily forming a committee, according to the Asahi newspaper, to consider the possibility of conferring the imperial Order of Culture on this "controversial" author, now honored by a Nobel. When a quiet inquiry was made, Mr. Oe firmly expressed his intent to decline the offer. The state-initiated Order of Culture was against his idea of democracy. Mr. Oe's decision may encourage those in Japan who are still grappling with life's big questions and the world's lasting problems.

Mr. Oe is a formidable scholar. He reads Dante in Italian, Confu-

cius in Chinese, Faulkner in English, Rabelais and Sartre in French, the formalists in Russian and "The Tale of Genji" in the original. And he remembers everything.

Once, I was with him visiting a university rare-book collection. Visibly excited over the discovery of a rare facsimile edition of William Blake's long poem, "Jerusalem," he began to recite it from memory. I left him alone with an astonished librarian, and the recitation was still going when I returned. Of course, learning by itself does little good to anyone. Mr. Oe, however, never leaves knowledge distant from the opinions he forms and actions he takes in thought and in his everyday life. He is a thoroughly engaged man, regularly speaking up for Japan's minorities and protesting the country's political system.

There are few translations into English and other Western languages of this remarkably prolific writer. His language and style are said to be complex and difficult, nearly untranslatable. Those who do read him will find his mythological cycle not just sober and speculative, but saturated with cosmic laughter and grotesque humor.

Many of his short stories are as funny as they are accessible. There is no reason why there can't be many more translations of his works. There are indeed very few writers now in the world who can compare with him in candid description, complex ideas, bold imagery and sudden illuminations and a probing sense of history and justice.

Mr. Oe has long had the habit of spending hours literally talking to trees. When he visits a new place, for example, he often walks along in the woods and groves, stopping to gaze from time to time and bending down to pick up a fallen leaf and guessing the tree's identity, origin and history. He can cite the names of almost all the trees in the world in Japanese, English and Latin. Mr. Oe calls trees his friends. I wonder if this prize will place him among the men and women of Asia and other parts of the world outside Japan so that the world may know him as closely as Mr. Oe knows it.

The writer is Hajime Mori Professor of Literature at the University of California, San Diego. He contributed this comment to the Los Angeles Times.

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## Aristide Picks Businessman as Prime Minister

By Tod Robberson  
Washington Post Service

PORT-AU-PRINCE, Haiti — President Jean-Bertrand Aristide reportedly informed Parliament on Monday that he had selected a former commerce minister, Smaek Michel, as his new prime minister, effectively ending a long period of international angst about the political direction his newly restored government would take.

Sources close to Mr. Michel said that his selection was aimed at appeasing the nation's powerful business elite, which generally opposed the U.S. military intervention that led to Father Aristide's return from exile on Oct. 15.

Father Aristide's ability to build bridges to the business community is seen as crucial to stimulating badly needed employment and reviving an economy wracked by successive international commercial embargoes imposed against Haiti since the 1991 military coup that had forced him into exile.

The appointment of Mr. Michel had been cited by several knowledgeable sources as a crucial step in winning support from foreign investors and attaining badly needed international funding for development. Urban unemployment

in Haiti currently hovers around 70 percent, while nearly two-thirds of the country lacks potable water.

At least two U.S.-trained economic experts — Leslie Delatour, a former World Bank economist, and Leslie Voltaire, a former education minister — had threatened not to participate in key government posts if Mr. Michel were not named prime minister, political sources said.

Mr. Michel, 57, a political moderate who is a gasoline retailer and owner of a rice-importing business, has not publicly confirmed his acceptance of the prime minister's job, nor has Father Aristide made an official announcement of his appointment. But an aide to Mr. Michel said that he had formally accepted the post and had sent a letter to parliamentary leaders informing them of his plans.

"The whole country knows him, and all the sectors believe in him," the aide said. She acknowledged, however, that the job ahead would be difficult. "He will be obliged to build the country anew."

A prominent businessman who attended a lunch with Mr. Michel on Monday quoted him as saying he would confirm the appointment publicly on

Tuesday. A Port-au-Prince radio station, quoting reliable parliamentary sources, said that the speaker of the Chamber of Deputies, Robert Monde, would convene a house session Tuesday to begin confirmation hearings.

Both chambers of Parliament must confirm Mr. Michel's appointment before he can assume the post from the caretaker prime minister, Robert Malval.

Diplomats said Mr. Malval had been the Clinton administration's first choice to lead Father Aristide's cabinet into an uncertain era of national reconciliation and reconstruction. Mr. Malval, however, rejected U.S. pressure to withdraw a resignation he tendered to Father Aristide in December 1993 during a public dispute with the then-exiled president.

A Michel associate said that Mr. Michel had originally rejected the president's offer to head up the government, saying he was "saving himself the aggravation of working with Aristide." Mr. Michel served only 60 days as commerce minister in Father Aristide's first cabinet, in 1991, before quitting. He reportedly had a number of disputes with other cabinet members.

Although Mr. Michel was a political

sponsor of Father Aristide's 1990 bid for the presidency and a friend of the president for 12 years, he reportedly had grown frustrated with the populist president's tendency to make snap decisions, often based on the counsel of friends.

Several prominent businessmen cited this tendency in opposing Father Aristide's return to power. One industrialist said the president needed a prime minister who would "serve as a brake" and "be willing to stand up to him."

Maintaining a clear line of authority was a key condition by Mr. Michel for his acceptance, a political source said.

After Mr. Michel's initial rejection of the post, Father Aristide floated the idea of naming Foreign Minister Claudette Werleigh, a close personal friend of the president who was rejected by the business elite as a radical.

Diplomats said the Clinton administration also had made clear to the Aristide that it disapproved of that choice.

The historian Georges Michel, who is not related to Smaek Michel, said that despite the U.S. denials, a widespread perception persists in Haiti that Washington had dictated its choice of prime minister to Father Aristide.



Mr. Michel at a Port-au-Prince travel agency Monday in which he has a business interest.

## U.S. Tries to Bolster Africa Peacekeeping

By Howard W. French  
New York Times Service

MZUZU, Malawi — With concern growing over possible violence in neighboring Mozambique, a senior American delegation visited this newly democratic country as part of a five-nation African tour aimed at improving peacekeeping.

Officials said the mission, led by Deputy Secretary of State Strobe Talbott, was a departure for U.S. diplomacy in Africa, where Washington has decided to increase military cooperation with the growing number of countries that have switched to multiparty democracy after decades of dictatorships.

The effort, which aims at providing training, logistical, financial and intelligence aid to the newly democratic countries, intends to encourage efforts to contain conflicts in neighboring states. Officials say such conflicts threaten peace and economic development throughout the continent.

"There is no shortage of African countries willing to take part in peacekeeping efforts," Mr. Talbott said in an interview. "But they also come for-

ward to us and say, 'We are developing countries, we have the World Bank and IMF looking over our shoulders, and we don't have the capacity to do it by ourselves.'"

Mr. Talbott said that after civil wars in Somalia and Rwanda, where the United Nations sponsored peacekeeping and the United States provided airlift and other logistical support, Washington was studying the idea of providing C-130 transports to a regional organization of southern African countries to help them respond rapidly to crises.

In addition to talks with political leaders in Zimbabwe and Malawi, Mr. Talbott addressed groups of soldiers and officers, telling them that "as a result of the UN's being overburdened, the international community is in danger of not being able to respond quickly enough to new crises when they occur."

After visiting Malawi, Mr. Talbott's delegation will stop briefly in Zaire before going to Ghana and Ivory Coast.

Ghana, which is head of the West African Economic Community, has played a lead role in mediation efforts in Liberia.

## U.S. Group Proposes a Loan To Help Rwanda Diplomats

New York Times Service

UNITED NATIONS, New York — To help ease a financial crisis at Rwanda's diplomatic missions in the United States, the relief group AmeriCares is planning to lend the Rwandans \$200,000 free of interest for six months.

The loan will be given "to the people of Rwanda" to be used in any way the government chooses, said Stephen M. Johnson, the president of AmeriCares, a nonprofit group based in New Canaan, Connecticut.

Joseph Mutaboba, Rwanda's chargé d'affaires in Washington, said he hoped the novel approach to relief would become more widely used, adding: "We need the kind of money to buy a computer, a fax, a printer, some paper. You see the kind of needs we have. If we lose our mission electricity and have no fax working, I cannot even contact my government. We need the kind of help that will get the machinery going."

The plight of Rwandan diplomats in the United States came to light last week when the police in New York announced that Rwanda's acting foreign minister, Jean-Marie Ndagijimana, was missing, along with \$187,000 in cash he was supposed to have given to Rwandan diplomats here and in Washington to pay Rwanda's bills. Mr. Ndagijimana appears to have gone to France, but he has not been seen and there has been no news of the money.

Zimbabwe and Malawi have been among the most active African countries in peacekeeping efforts on the continent, playing significant roles in Somalia and Rwanda.

In addition to Rwanda, and neighboring Burundi, where clashes have sent refugees streaming into Zaire, officials in Zimbabwe and Malawi expressed concern over the long civil wars in Liberia and Angola, and worsening political conditions in Nigeria.

But their deepest immediate concern is over the potential for renewed strife in Mozambique, where national elections will be held on Thursday and Friday. It is hoped that the vote will seal the end of 20 years of civil war.

## 'Super Rice' Is Heralded for 21st Century

By Keith Schneider  
New York Times Service

After five years of work, plant scientists from the International Rice Research Institute in the Philippines say they have developed a new type of rice that will increase harvests 20 to 25 percent.

After the new variety is commercially available, probably in five years, it will eventually yield enough to feed 500 million more people than current rice yields, said Ken S. Fischer, the institute's director of research.

The world's population, now estimated at 5.5 billion, is expected to reach 8.3 billion by 2025, according to the World Bank.

But an American rice breeder cautioned that the results were preliminary and that it would be years before the new plant would be introduced widely and accepted by farmers.

The announcement of the development of a new high-yielding rice plant was made Sunday at an international agricultural research meeting at the World Bank in Washington.

Lester R. Brown, president of the Worldwatch Institute, in Washington, and an authority on grain production, said that in the next 35 years the demand for rice in Asia would double as

the population soared. During the same period, though, the amount of land devoted to growing rice is likely to shrink considerably, he said.

From 1990 to 1994, he said, the area cultivated for rice in China decreased 2 percent as paddies were drained for new factories and other buildings.

"The thing to keep in mind is that as acreage declined 2 percent, yields only increased 2 percent," said Mr. Brown. "So you have a wash in China. Production has been unchanged for the last four years. That is why any advance in yields of 20 to 25 percent is so exciting."

Mr. Brown also is the senior author of "Full House: Reassessing the Earth's Population Carrying Capacity."

Several American plant breeders were more cautious, however.

"There may be a little bit of hype associated with this," said Kent McKenzie, a plant breeder with the Rice Experiment Station, a farmer-supported research center in Biggs, California.

"It's a huge yield increase, but there are all kinds of ways to get those statistics," he added. "I would be a little guarded in my evaluation of that increase."

The new variety was developed by a team headed by Gurdip S. Khush, a plant breeder who has helped produce more than 300 varieties of rice during his 27-year career at the International Rice Research Center in Los Banos, about 70 kilometers (45 miles) southeast of Manila. Mr. Khush joined computer technology with classical plant breeding and designed an entirely new kind of rice plant, Mr. Fischer said.

Rice is a willowy, graceful plant, almost like a bouquet of long grasses. Most modern rice plants have roughly 25 stems, called tillers. Only about 15 of the tillers produce the seed-bearing flowers, known as panicles, and the number of rice grains in each panicle is generally about 100.

Mr. Khush's team studied rice plants on computers. The team determined that the best way to produce more grain was to direct most of the plant's energy to developing panicles by reducing the energy devoted to producing tillers. Mr. Khush searched the international center's collection of rice and selected plants that had fewer tillers, more grains in their panicles and stronger roots.

He crossed the varieties and stabilized the traits he wanted to keep. Last spring, enough seeds were available to test the new plant, called "super rice" by the research center, in small plots. Mr. Fischer said the tests were a success.

The new variety has about eight tillers, each of which produces a panicle that is filled with almost 200 grains.

The increased yield is a result of being able to put more of the new plants on the same amount of land.

Mr. Fischer said it would probably take five more years for Mr. Khush's team to breed into the new variety other valuable commercial traits like natural defenses against diseases and insects.

## Iranian Shiite Leader Improving in Hospital

The Associated Press

NICOSIA — The 100-year-old religious leader of Iran's Shiite Muslims was in better health Monday after being hospitalized with a fever, Tehran radio reported.

Grand Ayatollah Mohammad Ali Araki, who was taken to a Tehran hospital Sunday from his home south of the capital, was in "satisfactory" condition, according to the radio.

Herald Tribune

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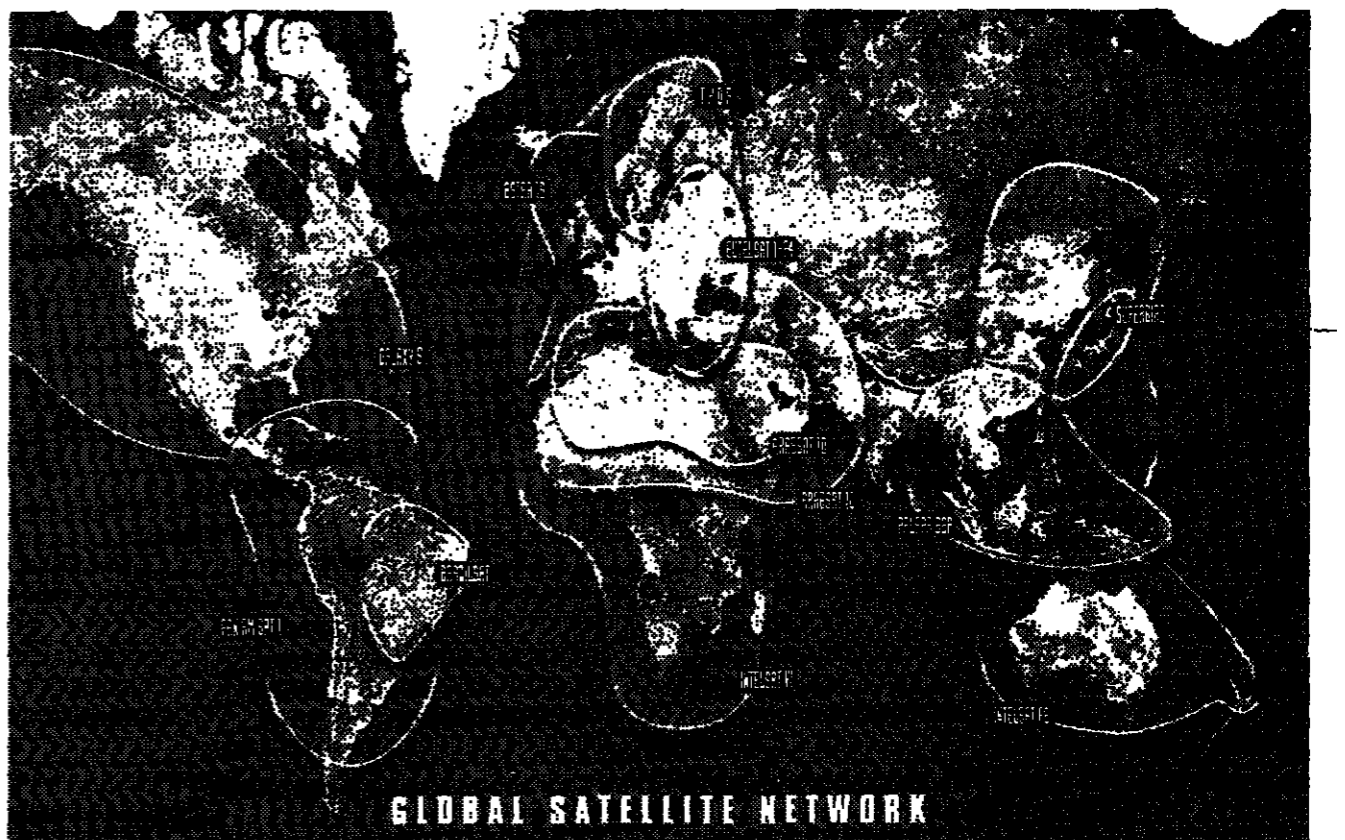
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12	12	12	12	12
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**Monday's Closing**  
Tables include the nationwide prices up to the closing on Wall Street and do not reflect trades elsewhere. Via The Associated Press

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[illegible][illegible]

12 Month		Div	Yld	PE	Ratio	High	Low	Close	Chg
High Low Stock									
28	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
29	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
30	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
31	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
32	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
33	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
34	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
35	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
36	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
37	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
38	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
39	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
40	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
41	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
42	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
43	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
44	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
45	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
46	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
47	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
48	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
49	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
50	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
51	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
52	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
53	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
54	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
55	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
56	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
57	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
58	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
59	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
60	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
61	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
62	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
63	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
64	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
65	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
66	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
67	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
68	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
69	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
70	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2
71	Enclon	11	24	16	534	49 1/2	47 1/2	48 1/2	1/2

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12 Month	High	Low	Stock	Div	Yld	P/E	30d	High	Low	Latest On
24	114	104	Colgate		7	14	560	100	100	100
25	114	104	Common		7	14	560	100	100	100
26	114	104	Common		7	14	560	100	100	100
27	114	104	Common		7	14	560	100	100	100
28	114	104	Common		7	14	560	100	100	100
29	114	104	Common		7	14	560	100	100	100
30	114	104	Common		7	14	560	100	100	100
31	114	104	Common		7	14	560	100	100	100
32	114	104	Common		7	14	560	100	100	100
33	114	104	Common		7	14	560	100	100	100
34	114	104	Common		7	14	560	100	100	100
35	114	104	Common		7	14	560	100	100	100
36	114	104	Common		7	14	560	100	100	100
37	114	104	Common		7	14	560	100	100	100
38	114	104	Common		7	14	560	100	100	100
39	114	104	Common		7	14	560	100	100	100
40	114	104	Common		7	14	560	100	100	100
41	114	104	Common		7	14	560	100	100	100
42	114	104	Common		7	14	560	100	100	100
43	114	104	Common		7	14	560	100	100	100
44	114	104	Common		7	14	560	100	100	100
45	114	104	Common		7	14	560	100	100	100
46	114	104	Common		7	14	560	100	100	100
47	114	104	Common		7	14	560	100	100	100
48	114	104	Common		7	14	560	100	100	100
49	114	104	Common		7	14	560	100	100	100
50	114	104	Common		7	14	560	100	100	100
51	114	104	Common		7	14	560	100	100	100
52	114	104	Common		7	14	560	100	100	100
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56	114	104	Common		7	14	560	100	100	100
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64	114	104	Common		7	14	560	100	100	100
65	114	104	Common		7	14	560	100	100	100
66	114	104	Common		7	14	560	100	100	100
67	114	104	Common		7	14	560	100	100	100
68	114	104	Common		7	14	560	100	100	100
69	114	104	Common		7	14	560	100	100	100
70	114	104	Common		7	14	560	100	100	100
71	114	104	Common		7	14	560	100	100	100
7										

[illegible]

12 Month High Low Stock	DIV	Yield PE	30 Days	High	Low	Last	Open	Close
22/4/72	LYNNCH		11	24	33/4	22/4	22/4	22/4
45	7/4	10	10	10	10	10	10	10
46	7/4	10	10	10	10	10	10	10
47	7/4	10	10	10	10	10	10	10
48	7/4	10	10	10	10	10	10	10
49	7/4	10	10	10	10	10	10	10
50	7/4	10	10	10	10	10	10	10
51	7/4	10	10	10	10	10	10	10
52	7/4	10	10	10	10	10	10	10
53	7/4	10	10	10	10	10	10	10
54	7/4	10	10	10	10	10	10	10
55	7/4	10	10	10	10	10	10	10
56	7/4	10	10	10	10	10	10	10
57	7/4	10	10	10	10	10	10	10
58	7/4	10	10	10	10	10	10	10
59	7/4	10	10	10	10	10	10	10
60	7/4	10	10	10	10	10	10	10
61	7/4	10	10	10	10	10	10	10
62	7/4	10	10	10	10	10	10	10
63	7/4	10	10	10	10	10	10	10
64	7/4	10	10	10	10	10	10	10
65	7/4	10	10	10	10	10	10	10
66	7/4	10	10	10	10	10	10	10
67	7/4	10	10	10	10	10	10	10
68	7/4	10	10	10	10	10	10	10
69	7/4	10	10	10	10	10	10	10
70	7/4	10	10	10	10	10	10	10
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72	7/4	10	10	10	10	10	10	10
73	7/4	10	10	10	10	10	10	10
74	7/4	10	10	10	10	10	10	10
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76	7/4	10	10	10	10	10	10	10
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78	7/4	10	10	10	10	10	10	10
79	7/4	10	10	10	10	10	10	10
80	7/4	10	10	10	10	10	10	10
81	7/4	10	10	10	10	10	10	10
82	7/4	10	10	10	10	10	10	10
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95	7/4	10	10	10	10	10	10	10
96	7/4	10	10	10	10	10	10	10
97	7/4	10	10	10	10	10	10	10
98	7/4	10	10	10	10	10	10	10
99	7/4	10	10	10	10	10	10	10
100	7/4	10	10	10	10	10	10	10

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**Oct. 24, 1994**

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## Pioneer to Rescue Carolco Pictures

Blumberg Business News

TOKYO — Pioneer Electronic Corp. plans to provide about \$8 million in fresh financing to Carolco Pictures Inc. to enable its ailing Hollywood movie affiliate to continue making pictures, Pioneer said Monday.

Pioneer said Carolco, whose hit movies have included "Basic Instinct" and "Terminator 2," ran out of cash to finish its latest projects, "Cuthroat Island" and "Show Girls."

The Japanese maker of audio and video equipment will provide the money by paying license fees in advance for the right to make video cassettes of Carolco movies and other spinoff products.

Carolco said that the agreement with Pioneer, along with separate accords with other shareholders and creditors, should give it the \$20 million it needs to keep going.

Carolco said that its funding shortfall came because of casting and production problems that had delayed filming on its two latest projects, "Cuthroat Island" and "Show Girls."

Pioneer invested in Carolco in 1990 and is the largest shareholder, with a stake of 41.2 percent.

As well as the assistance from Pioneer, Carolco will get around \$2 million from Le Studio Canal Plus, a French entertainment enterprise that owns 17 percent of Carolco, and will transfer the rights to "Show Girls" to Metro-Goldwyn-Mayer Inc., an 18.5 percent shareholder.

Analysis said the move was risky for Pioneer because there was no guarantee that Carolco's latest film would be successful enough to bring in the cash to cover the extra financing.

"This makes things very difficult for Pioneer," said Hitoshi Kuriyama, industry analyst at CS First Boston (Japan) Ltd. He said that Pioneer would probably have to keep funding Carolco as long as the company went on making movies.

Pioneer will probably keep paying Carolco what it can each year and the movie studio will continue to hurt Pioneer's consolidated earnings, Mr. Kuriyama said.

## Billions Spent, Sony Pictures Has a Long Way to Go

By Bernard Weinraub  
New York Times Service

HOLLYWOOD — Three weeks after the departure of Peter Guber as chairman of Sony Pictures Entertainment Inc., the Japanese-owned studio appears stricken by indecision, high-level bickering and turmoil, defections and a weak slate of new movies. The same problems, in other words, that it has been grappling with in recent years.

Sony bought Columbia Pictures and TriStar Pictures in 1989 for \$3.4 billion. Few people in Hollywood expected immediate major changes.

But talent agents, producers and several executives at rival studios said that the problems at Sony Pictures seemed so entrenched that the Japanese company, which has spent perhaps as much as \$8 billion in Hollywood, would have to spend hundreds of millions of dollars more to lift the studios out of their morass.

Within Hollywood, the turmoil at Sony has been overshadowed by the plans for a new studio announced by three of the most powerful men in town, Steven Spielberg, Jeffrey Katzenberg and David Geffen.

"The fact is, we had a bad year," said Mark Canton, chairman of Columbia TriStar Motion Picture Cos. "There's no

denying that. We made bad choices."

"The Last Action Hero," the 1993 big-budget Arnold Schwarzenegger action-comedy, Mr. Canton said, "exaggerated the sense of loss."

"That was the demarcation line," he said. "Our focus was lost. The eyes were off the ball."

"There's a period of transition taking place now, and it's going to be successful. It is," said Mr. Canton, who is known for his enthusiasm and optimism. "I had breakfast the other day with Arnold Schwarzenegger. I was on the phone the other night with Sylvester Stallone. I'm doing my bit. We're not stopping. We're on the way."

Still, in contrast to every other major studio, Columbia has no blockbusters or high-profile films coming up over the holiday season, with the modest exception of "Little Women."

After that, Columbia will offer a lineup of low-key, moderately budgeted movies into the summer — highly unusual for a large studio.

TriStar's sluggish production schedule in the past has left its executives feeling like stepchildren within the Sony hierarchy. But TriStar, in contrast to Columbia, has some potential commercial and critical successes, including "Mary Shelley's Frankenstein," with Rob-

ert DeNiro and Kenneth Branagh.

Sony Pictures has had some hits in recent years, most notably "Sleepless in Seattle," "Philadelphia" and "A League of Their Own."

But last year it suffered losses estimated at \$200 million on several debacles, including "The Last Action Hero," "I'll Do Anything," "Geronimo," and "Lost in Yonkers."

The downward spiral contin-

ing hiring executives at enormous salaries and giving golden handshakes to others, on bonus pools reaching into the millions, on perks and for rebuilding the studios to make offices and dining rooms the sleekest in Hollywood.

But building sleek offices and amenities has turned out to be a lot easier than cutting through the layers of indecision at the studios. Executives at the top, like Alan Levine, a lawyer who

**Building sleek offices has turned out to be a lot easier than cutting through the layers of indecision at Sony's studios. Executives at the top seem to be in constant states of turmoil, frustration and competition.**

used this year, with big-budget flops and some high-profile disappointments, like "Wolf." The studio has less than 10 percent of the industry's box-office sales this year, trailing five other studios.

A common characterization of Sony in Hollywood now is that it is close to paralysis.

Actually, the bulk of the \$8 billion spent by Sony in the last five years has not been on making movies. It was spent, instead, on buying the company,

has assumed many of Mr. Guber's powers, as well as those beneath, seem to be in constant states of turmoil, frustration and competition.

These include Mr. Canton; Fred Bernstein, president of Columbia TriStar Motion Picture Cos.; Lisa Henson, president of Columbia Pictures; Barry Josephson, president of production at Columbia; and Sidney Ganis, president of worldwide marketing at Columbia TriStar.

A more benign climate, with much less infighting, lingers over TriStar, a smaller studio run by Marc Platt, the president, and Stacy Snider, the president of production.

Addressing the internal turmoil within the top tier of Sony Pictures Entertainment, one studio executive close to Sony said: "The place is Machiavellian and politically driven. You tell this executive a little, and that executive a little, and they work at cross-purposes."

In recent days, Mr. Canton has sought to send a message to Hollywood that his studio is definitely back in business. Several films have been announced, notably a big-budget special-effects adventure called "Jumanji," starring Robin Williams, who will get about \$15 million for the TriStar film.

"We're hitting singles and doubles now, not striking out," Mr. Canton said. "We're not folding the tent. OK, let's learn something from our mistakes and failures."

Fault for the mistakes and failures is hardly Mr. Canton's alone. Film executives within Sony as well as at other studios said that Michael P. Schulhof, the top manager of Sony's sizable operations in the United States and president of Sony Corp. of America, not only created the studios' faltering man-

agement regime but also endorsed the billions spent so far. The 51-year-old Mr. Schulhof, who declined to comment for this article, is under considerable pressure from Japan to fix Sony's flagging entertainment empire in America. It was Mr. Schulhof who brought Mr. Guber and his then-producing partner, Jon Peters, to run Sony at a cost that may ultimately reach more than \$700 million.

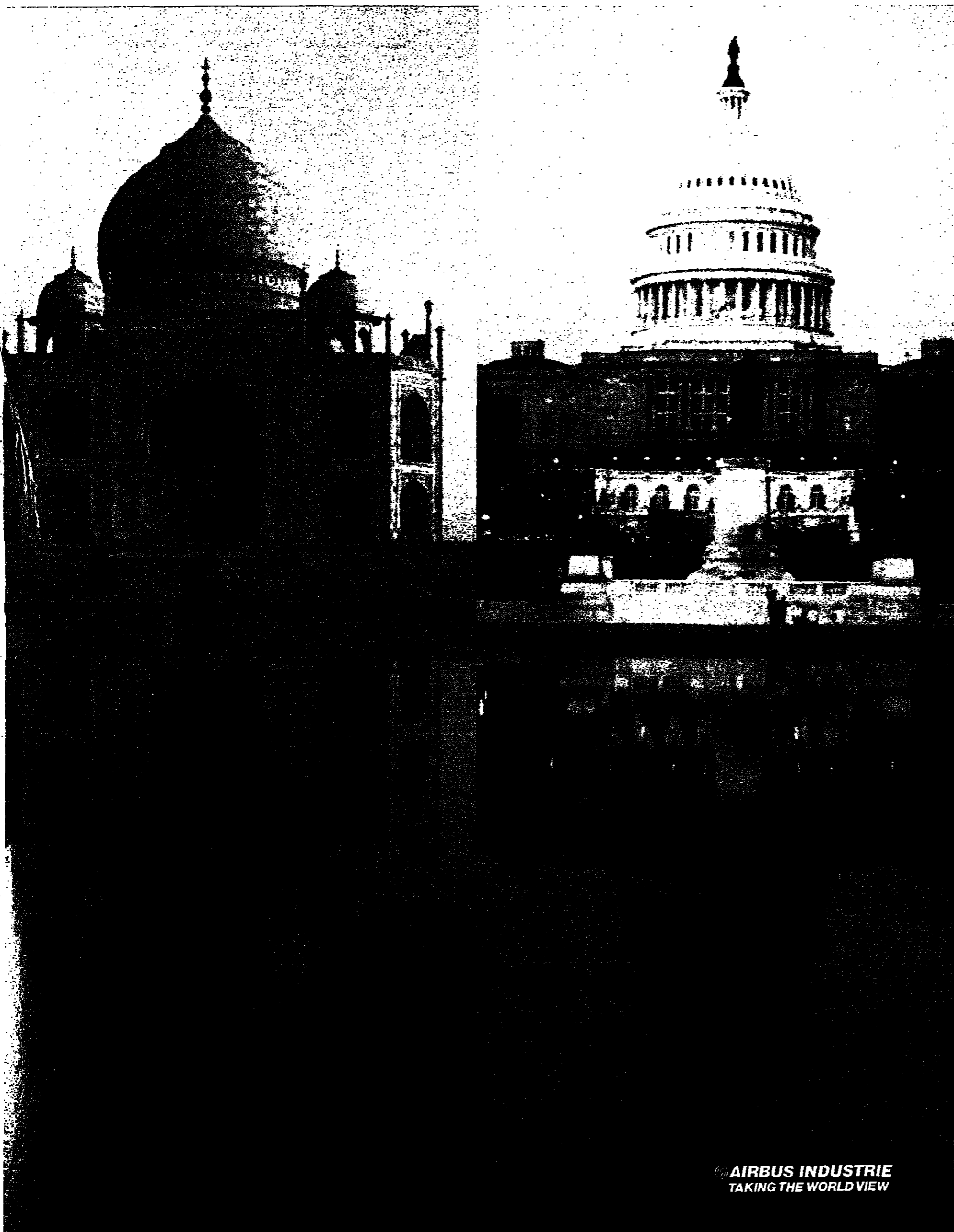
Messrs. Guber and Peters have left Sony separately, receiving bonuses that reach into the tens of millions of dollars. Most of Mr. Guber's duties have been assumed by Mr. Levine, a Hollywood lawyer who is relatively inexperienced in film-making.

It was Mr. Levine even more than Mr. Guber who oversaw the faltering business side of Sony studios, together with Jonathan Dolgen. Mr. Dolgen, who tangled with Mr. Levine repeatedly, quit March 17 to become chairman of Viacom Entertainment Group, which runs Paramount.

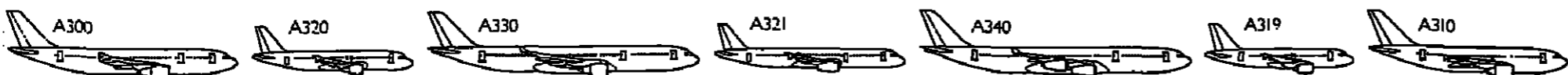
The loss of Mr. Dolgen was just one of several to strike the company. In the last few years, Messrs. Schulhof, Guber and Levine have eased out Frank Price, the former chairman of Columbia, and Mike Medavoy, the former chairman of TriStar.

## The A340 has brought Delhi closer to Washington D.C.

The A340 is the longest range aircraft in civil aviation history. It can fly a full complement of passengers, in true wide-body comfort, for over 16 hours non-stop. This opens up a whole new route network for the world's airlines. For example, the A340 can easily fly non-stop all the way from Frankfurt to Santiago, New York to Cape Town or Delhi to Washington D.C.

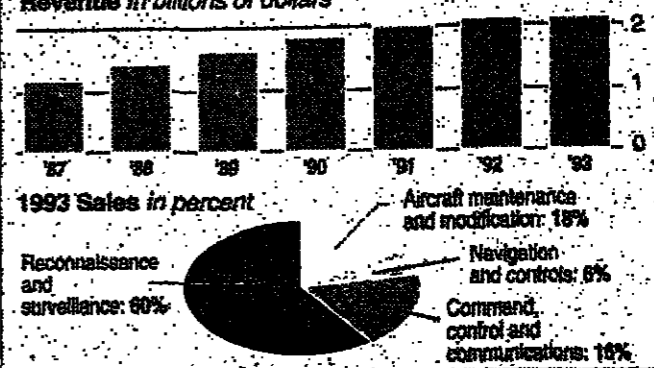


AIRBUS INDUSTRIE  
TAKING THE WORLD VIEW



### E-Systems in Profile

Revenue in billions of dollars



Source: Company Reports

International Herald Tribune

## SPY: Tapping Into Corporate Image

Continued from Page 1

as a suitor, as has fast-growing Loral Corp., whose chairman, Bernard Schwartz, effusively praised E-Systems in a recent interview.

"It's a neat fit with Loral and has a great technology base," Mr. Schwartz said.

The firm has one asset that could be worth billions to any partner: the trust of the nation's intelligence establishment.

Elliott Rogers, a defense industry analyst with Cowen & Co., a New York-based brokerage firm, said that when he asks intelligence officials which firm they consider most reliable and discreet, the usual reply is E-Systems. "It is viewed as so key partly because it keeps its mouth shut," he said.

Classified contracts furnished \$1.8 billion of E-Systems' \$2.1 billion in 1993 revenue, or 85 percent of sales — the highest percentage of any large firm. The firm wants the ratio to be half classified, half unclassified by 2000.

With 15,625 employees, E-Systems has pared its work force nearly 16 percent from its 1988 high of 19,000 people. It has 3,300 employees in the Washington area, mostly in Falls Church at its Melpar division, which makes the reconnaissance gear used in spy planes to take pictures and capture electronic signals.

The central problem for E-Systems, its officials said, is a lack of experience in designing products or services for public customers, known by some in the firm as the "white" world, as opposed to those in the secretive intelligence environment, often referred to as "black."

One air force official said E-Systems "has been black so long it doesn't know how to operate any other way."

Even so, all the firm's divisions are dreaming up new commercial ventures. For example, a machine the company designed for the National Security Agency now makes it possible for a police officer to tap 16 phone lines at once.

E-Systems also is seeking new uses for CIA-sponsored computer technology that can process, enhance and compare spy satellite photos. By filtering out clouds, fog, soot and snow, E-Systems computers can discern subtle changes in the pictures, such as a hatch door that's ajar at a Russian missile base, and help interpret the meaning — perhaps a missile launch.

Now the firm is adapting these computers to spot differences over time in human tissue, to note, for example, tiny breast lumps that may be cancerous.

E-Systems also is commercializing gear it made years ago to let the National Security Agency store vast amounts of computer data such as the phone calls and electronic bleeps recorded by spy satellites.

An E-Systems division called EMAS sells this technology to

oil companies keeping large quantities of seismic data, as well as to banks and video archives. Linking several phone booth-sized EMAS computers, it is possible to store 5 trillion pages of text — a stack of paper 150 miles (240 kilometers) high — and retrieve any page with lightning-fast speed.

Commercial uses might be found too for the company's once-secret sensor gear, which could be valuable in detecting vehicle traffic volume, for example, or mapping the earth's underground strata.

Some E-Systems employees, fearful about sharing secrets with outsiders, were uncomfortable in 1992 when the company hired Mike Allred, a former Xerox Corp. executive, to market EMAS to commercial firms, industry officials said.

"A lot of walls have come down" since then, Mr. Allred said.

E-Systems, founded by Texas aviation engineers in the 1940s, specialized in aircraft electronics and was known as Temco. In 1960, it was snapped up by James J. Ling, an audacious Dallas wheeler-dealer who built a motley conglomerate called LTV Corp.

By 1968, LTV was teetering under a debt load Mr. Ling had accumulated. Soon LTV's board dismissed him, but on his way out Mr. Ling placed the financially failing Temco division, renamed LTV Electrosystems, in the hands of his corporate planner, John W. Dixon, an economist.

Mr. Dixon was a visionary who quickly assigned his engineers to work on a lucrative new business: extremely high-tech electronics and computers for classified spy craft and surveillance systems.

LTV Electrosystems was a market leader from the start. It was the dawn of the computer age, and the federal government was just starting to build the classified computer networks that now, billions of dollars later, handle much of the data collected by the U.S. intelligence community.

"We were there just at the right time," James Crowley, now E-Systems' general counsel, said of the firm's early work. "There were only one or two other firms there, too."

There was little public notice in 1972, when LTV spun off Electrosystems, now renamed E-Systems, by selling its stake in Electrosystems to investors.

In the early 1970s E-Systems won several key contracts, such as installing communications gear on Air Force One, that helped establish its position in the secret world. The company has held on to this and other classified contracts for decades.

The company's ties to the government have been laced tighter over the years as it hired hundreds of CIA, National Security Agency and military retirees as employees or subcontractors.



## SPORTS

More Slots  
In '98 Cup  
May Go to  
Europe

Compiled by Our Staff From Dispatches

NEW YORK — Europe is likely to be granted three additional berths in the 1998 World Cup soccer finals in France when the tournament will be increased from 24 to 32 countries, a FIFA official said on Monday.

The allocation of eight additional berths for the next World Cup finals is the top item on the agenda when the Executive Committee of soccer's world governing body begins meeting here Tuesday.

The World Cup, which saw the 1994 host, the United States, reap profits of \$60 million, will be expanded for the finals in France in 1998 and regional confederations are campaigning aggressively for the extra places.

But FIFA's president, Joao Havelange, is reported to have already struck a deal with the competing bodies.

The sport's European governing body, UEFA, had asked for the extra places to be allocated according to the composition of the 1994 cup quarterfinals, in which there were seven European teams and Brazil.

"However, we needed to have agreed before the finals if we were going to use that system," said FIFA's secretary-general, Sepp Blatter.

But he did not disagree when asked whether 16, including the host France, was a plausible figure for European teams in 1998. "When we take our decision on Thursday," he said, "the executive committee will have taken into account both quantity and quality."

UEFA is thought to have won its battle against another system based on a series of playoffs.

But UEFA's stand will be opposed by the African and Asian confederations. Both want two more places for their teams and only two more for Europe.

"African football has more than proved itself on the international stage," said the president of the African confederation, Issa Hayatou. "We are sorely underrepresented."

The South American confederation is in favor of one more berth for each confederation — Europe, Africa, Asia, South American and CONCACAF — and wants the top three teams from the U.S. World Cup — Brazil, Italy and Sweden — to qualify automatically.

Other matters to be addressed during the three-day meetings include plans for the 1996 Atlanta Olympics soccer tournament, status of the start-up U.S. professional league and analysis of the past World Cup, which was marred by the banishment of the Argentine star Diego Maradona for illegal drug use. (AFP, Reuters)



AN AFFAIR OF STATE — AC Milan's Dutch star Ruud Gullit fleeing a Sampdoria defender in an Italian league match that ended 0-0. Although the once-mighty Milan is wallowing in eighth place, Prime Minister Silvio Berlusconi said on Monday in his weekly radio interview that he was sure the team — which he owns — would rebound soon.

## Japan Baseball Fans to Feel Chill of the Night

The Associated Press

TOKYO — Tuesday's third game of the Japan Series may be a little cold for the baseball fans, but it will be a hotter sell for television.

The game, with the Seibu Lions and the Yomiuri Giants tied 1-1 in the best-of-seven contest, will be the first night game in 30 years in the Japan Series.

The timing means television broadcasters pay higher fees to Japan's baseball commissioner, but in turn can charge higher fees for advertisements aired during the game.

Television stations declined to say exactly how much higher the fees would be.

Yoshiaki Kanai, secretary-general of the Japan Baseball Commissioner, said it had been decided to hold weekday Japan Series games, now and in the future, at night to give as many fans as possible a chance to watch on television. Seats at the stadiums usually are sold out.

Kanai said TV stations also wanted the biggest possible audiences.

This year, the change means playing games 3, 4 and 5 at night. Games 6 and 7,

to be played Saturday and Sunday if necessary, would be held in the daytime at the Tokyo Dome.

Kanai said fans at the game Tuesday might feel cold at the 37,000-seat Seibu Stadium in Tokyo's suburbs, where the temperature could drop to 10 degrees centigrade (50 Fahrenheit) at night. Tuesday's daytime forecast was for 18 degrees centigrade (64 Fahrenheit).

Extra television revenue would go to such things as player welfare funds, with some additional share for the two teams.

U.S. Soccer League: An Idea  
Whose Time Has Not Come

## Long After '94 Cup, Plan Is Far From Realized

By Alex Yannis

New York Times Service

UNION, New Jersey — They came from five states, 322 of them, semi-pro players, former college stars, and even two 14-year-olds from nearby Hudson Catholic High School. They gathered at Kean College to try out for a professional soccer league that was meant as the legacy of the 1994 World Cup but right now is still an idea whose time has yet to come.

The tryout was conducted by Major League Soccer, the first of 16 it has planned to stock teams for the new enterprise that was supposed to be in place shortly after the World Cup ended in July. Despite promising "major announcements" several times in the last several months, the league, scheduled to start in April, is still in the business-plan stage.

David Dir, the director of player development for Major League Soccer, called the tryouts "a search for diamonds in the rough."

"I've seen about 190 games and I've started to build a pool of players," said Dir, who has also scouted talent in professional, semi-pro, and amateur games. "I've ranked about 700 players, but I want to make sure I give everybody a chance. Some of these guys will be invited to three combines we will have in January."

Roger Chavez, a former star at Long Island University, was among the candidates. Like many of the players here, he had one question uppermost on his mind: "Is there going to be a league?"

Alan Rothenberg, the chairman of the league and president of the U.S. Soccer Federation, declined requests last week for comment on the league's status. One person familiar with the league's plans, who asked not to be identified, said that the league's chances of operating next spring were "50-50."

But two of Rothenberg's deputies and Charlie Stillitano, the director of the Giants Stadium venue for the World Cup, gave an optimistic report when asked last week about the future of the league.

"I spoke briefly with Alan," said Hank Steinbrecher, Rothenberg's right-hand man with the federation, "and he told me that everything is going forward."

"There are a number of good things going," Bill Sage, the chief operating officer of the league, said by telephone from Los Angeles. "There is an investment meeting going on and we will have an announcement in the near future."

The next few days are crucial for the league because FIFA's executive committee will be meeting beginning Tuesday in New York City. One of the conditions imposed by FIFA when it awarded the World Cup to the United States was the establishment of a professional league. It

One person familiar with the U.S. professional soccer league's plans, who asked not to be identified, said that the league's chances of operating next spring, as had originally been planned, were "50-50."

would be good timing to make a so-called "major announcement" while executives of the world governing body were in the area.

If financing and other logistics are not in place for the league by the time FIFA's hierarchy departs on Thursday, it might not bode well for the league's chances to start on time.

Rothenberg has made several attempts to attract a number of corporations or big names in sports to invest in the league. His main supporter appears to be Lamar Hunt, the owner of the Kansas City Chiefs of the National Football League and backbone of the North American Soccer League for years before its extinction.

One aspect that has been making investors hesitant is the league's format of operating primarily as a single entity, meaning that the league will dictate policy for all teams, including the assigning of coaches and personnel.

The league has softened its stance on single entity somewhat, saying that large investors will become "operator investors," so that they can dictate policy of their individual teams.

Giants Stadium was the site of one of seven teams the league announced June 15 in Chicago, two days before the opening of the World Cup. New York (Long Island), Los Angeles, Boston, Washington, Columbus, Ohio, and San Jose, Calif., were the other six locales.

The plan was to announce five more by the end of the summer, but the lack of any announcement has raised all kinds of speculation.

## An Ex-Star on NBA Courts, Thomas Is Now a Player in the Boardroom

By Harvey Araton

New York Times Service

TORONTO — The minority owner and vice president of the Toronto Raptors wears a gold wristwatch on his left hand that was given to him by the players' union.

"A present for retirement," said Isiah Thomas, rolling up the sleeves of his suit jacket and shirt.

Not exactly the pension and Social Security-collecting kind of retirement.

At 33, Thomas stepped down from his five-year presidency of the National Basketball Association Players' Association last February, surrendered the Detroit Pistons' point-guard position to a rookie named Lindsey Hunter two months later, and soon after crossed the great labor divide, from employee to employer, from one side of what has become a ground-shaking pro sports battlefield to the other.

Except Thomas doesn't much see it that way, at least in pro basketball terms. He is dressed, and leveraged, more like a corporate executive than a sneaker company pitchman, but his wristwatch, at least, remains on Players' Standard Time.

"As I sit here today, owning part of a team, I would hope that the players would be strong enough, solidified enough, so that they would give Charlie the same support of the players before them," Thomas said, referring to the union director, Charles Grantham.

If they do, and if the NBA owners do not get trapped in the ideological prison currently occupied by baseball and hockey, there will be no basketball lockout or strike, Thomas said. There will, as always, be a deal.

"The NBA is good business," he said. "And I look at it like a business, not as a confrontation. That was my view as president of the players' association. That's my view now as an owner."

This very notion of Thomas as shareholder (10 percent valued at roughly \$12 million) of the expansion Raptors — who, with the Vancouver Grizzlies, will enter the NBA next season — is enough to suggest that he might be an embodiment of hope for the NBA and its labor prospects.

There are players in all major team sports who ascend to the front office, but how many become actual investors? These progressive developments historically occur first in the

NBA. But even by that league's standards, Thomas's rise is unparalleled.

Until recently, the former Philadelphia great Billy Cunningham was part owner of the Miami Heat, but he did not run, as Thomas does, the day-to-day operations.

In Los Angeles, Thomas's peer and former close friend, Magic Johnson, has the same

**"I wasn't interested in endorsing products. I wanted to hire the people who would endorse my product."**

titles as Thomas, but Jerry West maintains control of personnel.

In Toronto, Thomas will set up and run the entire organization. He will conduct the team's draft, direct its scouts, trade and sign players and squeeze the club's roster within the confines of the NBA salary cap.

On the scale of the 1980s league-shaping superstars, Thomas indisputably ranked be-

hind Johnson, Larry Bird and Michael Jordan in terms of championships won, stature and likability. Johnson and Bird were the pillars of the NBA boom. Jordan is considered to be the sport's Babe Ruth.

Thomas may have been the best little man to ever play the game, but that argument became almost muted as he evolved as leader of Detroit's two-time champion Bad Boys.

A player who at 6 foot 1 (1.85 meters) and 175 pounds (80 kilograms) could have been packaged as cuddly wound up cast as cunning. Outside Michigan, his trademark smile was seen as wicked, not welcome.

"I never was competing with Jordan or Magic for the endorsement dollars, so I never felt the kind of conflict that they perceived," he said. "I wanted to be on a different path. When you're talking about setting a new paradigm, a new vision that looks out 30 or 40 years, well, most people are uncomfortable with that."

"I wasn't interested in endorsing products," he added. "I wanted to hire the people who would endorse my product. To get to that point, from A to Z, you've got to be

willing to hold the line, no matter what happens at B, C and D."

Point A, he said, was to establish himself as a star player who could attract endorsement revenue. Point B was to elevate himself to championship-level star. Points C and so on were to use that leverage, to network with corporate executives inside and outside the NBA, slowly become one of them.

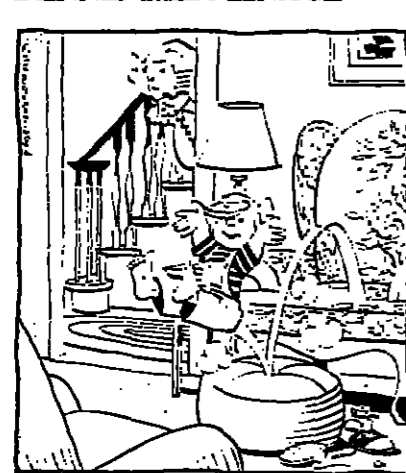
Now Thomas clearly is in position to affect the NBA of the 1990s and beyond more than his former rivals Johnson, Jordan and Bird.

These were larger-than-life opponents, he said, players far more blessed and gifted than he. But, in Thomas's opinion, they thought conventional player thoughts and developed typical player resentments.

That, of course, is Thomas's view. But with Johnson still barnstorming, Bird admittedly bored as a sometimes scout and Jordan pursuing a baseball dream, he may have a point. The others appear to be still looking for a bridge to what Thomas called "the next life."

His, meanwhile, is staked in virgin NBA territory. And the playing field is level now. He has the ball, and it does not matter any more that he is merely 6 foot 1.

## DENNIS THE MENACE

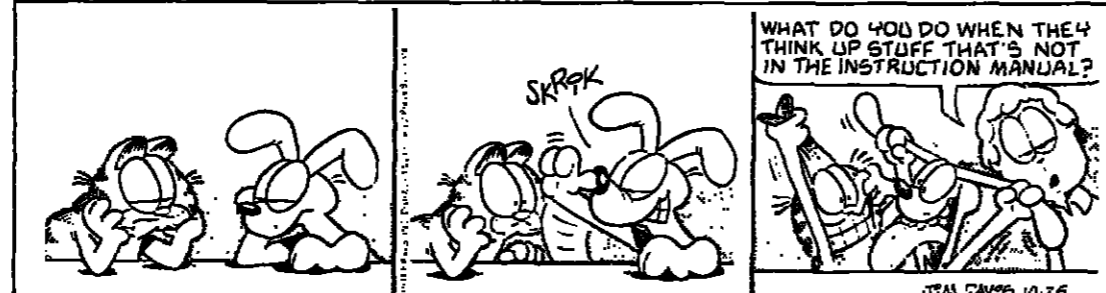


"EVEN WHEN HE'S ON HIS BEST BEHAVIOR, THERE'S STILL TOO MUCH MENACE."

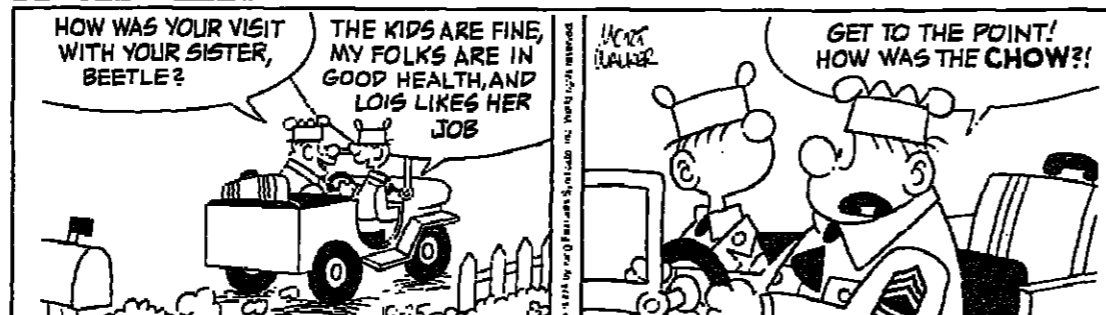
## PEANUTS



GARFIELD



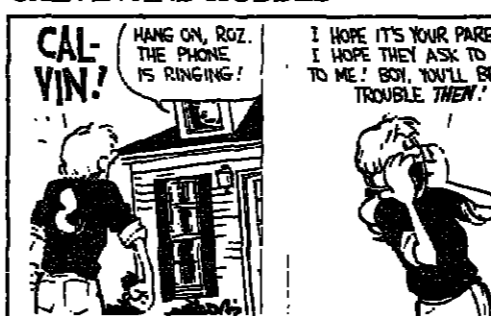
BEEBLE BAILEY



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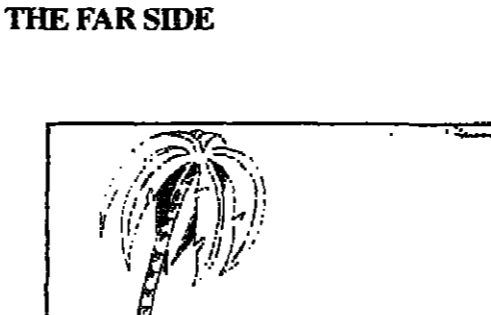
## CALVIN AND HOBBES



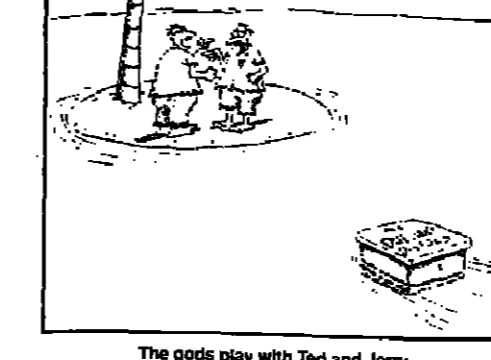
WIZARD of ID



THE FAR SIDE



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## CALVIN AND HOBBES



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